

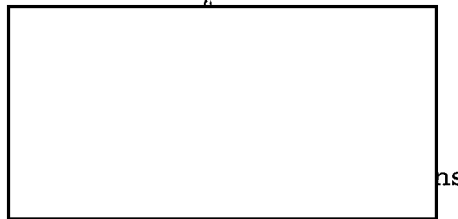
OC-4253-

17 FEB 1966

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Briefings for Office of Communications Personnel
by other Agency Components - and Vice Versa

Were Offices of other Directorates of the Agency to conduct briefings for Staff members of this Office, I believe an explanation of organizational structures and a summary of their Mission and Functions (with emphasis on the latter) would best suit our needs. Similarly, I believe briefings by the DD/S for others would be most beneficial if conducted along these same lines. A complete summary of the activities of a particular Office or Directorate at one sitting would surely provide us with a better prospectus of the activities involved, and accordingly assist us in our support role. Since we are more closely associated with the DD/P on a daily basis, it is understandable that senior OC officers have expressed a greater need for more information regarding activities of the DD/I and DD/S&T, although a current review of the DD/P to include a forecast of "future trends" in operations is also considered desirable.



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| CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP | | | |
| TO | NAME AND ADDRESS | DATE | INITIALS |
| 1 | Assistant Executive Officer to the DD/S 7D18 Hqs. | 21 Feb | mm |
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| | ACTION | DIRECT REPLY | PREPARE REPLY |
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| FROM: NAME, ADDRESS AND PHONE NO. | | | DATE |
| Exec. Asst. to D/Pers 5E56 UNCLASSIFIED | | | 16 FEB 1966 |
| CONFIDENTIAL | | | SECRET |

18 FEB 1966

MEMORANDUM FOR: Assistant Executive Officer to the DD/S

SUBJECT : Directorate Briefings


1. Mr. Echols has discussed with his senior staff officers the proposed Directorate briefings and requested our suggestions about topics to be included. We have come up with the following:

a. Briefings by other Directorates: We would like to hear from the other Directorates what their future plans are and what new developments they predict in their activities which would have an impact on our personnel planning.

b. Briefings by Support Directorate: In a briefing on the Office of Personnel, we would emphasize the management support which we are prepared to offer to Agency executives and explain, at least in general, the purpose and operation of various controls which are monitored by the Office of Personnel. This briefing would deal principally with the services we offer to Agency executives in the exercise of their personnel management responsibilities -- long-range planning, including requirements forecasting; qualifications information; resolution of assignment and performance problems; and advice on organization and position classification. We suggest that our "employee services" programs be mentioned only briefly; we believe that these programs receive adequate publicity through other channels and are generally well known.

2. I hope these suggestions are helpful. If you would like us to elaborate on any of these points or to consider additional topics, we will be glad to do so.

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Executive Assistant to the
Director of Personnel

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10 FEB 1966

MEMORANDUM FOR: Deputy Director for Support

SUBJECT: Suggested Topics for Briefings to and by
Other Agency Directorates

1. In response to a request from your Office, there follows a list of topics, by Directorate, from which both the Office of Logistics and DD/S could possibly profit by receiving a briefing:

a. Deputy Director for Intelligence

(1) Impact on space utilization at such time as the Office of Central Reference becomes fully automated.

(2) Capabilities of the Military Division. Office

[Redacted Box]

b. Deputy Director for Plans

(1) Projections as to ultimate growth of contract personnel programs now used at least by the [Redacted Box] and proposed by the Far East Division.

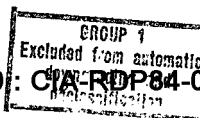
(2) Description of DD/P planning and requirement mechanisms to establish types of weapons and stock levels for paramilitary activities.

c. Deputy Director for Science and Technology

(1) Projection of growth, over a five-year period, of research and development projects involving contracts between the Agency and the private sector.

(2) Indications of possible establishment of new Technical Collection Ground Stations calling for logistical support.

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SUBJECT: Suggested Topics for Briefings to and by Other Agency Directorates

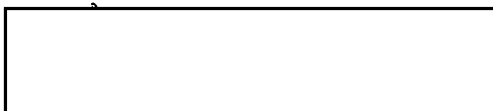
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2. The following are suggested topics, for which the Office of Logistics could be responsible, that the DD/S may consider offering other Directorates:

- a. Agency long-range building plans.
- b. Description of DD/S capabilities and assets to support paramilitary activities.
- c. Description of facilities to be contained in the new Printing Services Building.

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GE GEORGE E. MELOON
Director of Logistics

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DD/S 66-6799

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MEMORANDUM FOR: Assistant Executive Officer to the Deputy
Director for Support

SUBJECT : Directorate Briefings

1. It would appear from your telephone request and subsequent discussion in a DD/S staff meeting that each of the Directorates will brief the other Directorates regarding their organization, programs and activities.

2. We submit for possible consideration the attached lists of questions which might be asked of each Directorate and which perhaps could be woven into their briefings.

3. The Office of Finance can give a briefing of its activities and responsibilities for a period anywhere from 15 minutes to an hour depending upon the desire of the DD/S, or we can brief on any of our functions separately such as accounting, auditing, disbursing and funding, or procurement of funds if any particular one of these would be of interest to the other Directorates. We will, of course, also attempt to prepare briefings for any specific subjects or problems which may be suggested by the other Directorates.

[Redacted Signature]

R. H. FUCHS
Director of Finance

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Attachments

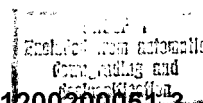
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QUESTIONS WHICH MIGHT BE ASKED OF DD/P

The following questions might be asked of DD/P with a view to securing a better knowledge and understanding of the type of financial personnel, services, controls, and reports which might be needed to provide maximum support of DD/P activities:

1. What major changes in objectives and programs does DD/P contemplate in the next 5 years? 10 years? 15 years?
2. What major new innovations or changes in clandestine methods and techniques do you contemplate in the next 5 years?
3. What changes in organization (Headquarters or field) and staffing patterns are planned or contemplated?
4. What are the policies, plans, trends, and attitudes respecting:
 - a. Plans for increasing or decreasing the scope and utilization of proprietary projects as "chosen instruments" to achieve clandestine objectives? What is the attitude respecting the need to strengthen the general management, financial review, and audit of such proprietaries?
 - b. What are the plans or trends respecting the use of non-official cover agents? What type of cover entities or apparatuses will be utilized? What financing methods and techniques should be employed to conceal Government interest?
 - c. What is the plan or attitude of DD/P respecting overseas regional support bases, or regional support activities such as Do DD/P plans include provision for cover and positioning of adequate support personnel overseas?
 - d. What new, additional, or increased utilization of clandestine funding capability, (i. e.,) instrumentalities, does DD/P contemplate will be needed during the next 5 years?

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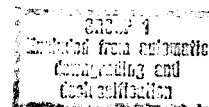
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✓ 5. Is it contemplated that "outhouse" services or functions performed on behalf of the Agency by other U. S. Government agencies (or by private individuals or contractors) will increase or decrease over the next 5 years?

25X1 ✓ 6. Is it expected that the Agency's covert financing capability will be utilized in support of other U. S. Government activities, such as to an increasing or decreasing extent during the next 5 years?

✓ 7. Do you consider the financial reports, data, and information which you now receive adequate for planning, programming, and general management purposes. If not, what changes do you suggest?

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QUESTIONS WHICH MIGHT BE ASKED OF DD/I

The following questions might be asked of DD/I with a view to securing a better knowledge and understanding of the type of financial personnel, services, controls, and reports which might be needed to provide maximum support of DD/I activities:

1. What major changes in objectives and programs does DD/I contemplate in the next 5 years? 10 years? 15 years?

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2. What major new innovations or changes in management methods and techniques for NPIC, Research, etc. activities do you contemplate in the next 5 years?

3. What major changes in organization and staffing patterns are planned or contemplated?

4. Are there any plans or trends respecting the use of non-official cover entities or apparatuses to perform DD/I functions or carry out DD/I programs. If so, what type of apparatuses would be used? How would the financing be handled?

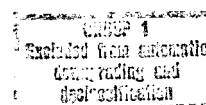
5. Is it contemplated that "outhouse" services or functions performed on behalf of the Agency by other U. S. Government agencies (or by private individuals or contractors) will increase or decrease over the next 5 years?

6. Is it expected that the Agency's covert financing capability will be utilized in support of joint intelligence programs with friendly foreign governments to an increasing or decreasing extent during the next 5 years?

7. Do you consider the financial reports, data, and information which you now receive adequate for planning, programming, and general management purposes. If not, what changes do you suggest?

8. Do you think that the financial support you now receive is effective and responsive to your needs? If not, in what respects does it need to be improved?

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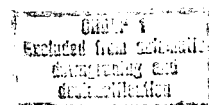
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QUESTIONS WHICH MIGHT BE ASKED OF DD/S&T

The following questions might be asked of DD/S&T with a view to securing a better knowledge and understanding of the type of financial personnel, services, controls, and reports which might be needed to provide maximum support of DD/S&T activities:

1. What major changes in objectives and programs does DD/S&T contemplate in the next 5 years? 10 years? 15 years?
2. What major new innovations or changes in R&D programming and management techniques do you contemplate in the next 5 years?
3. What major changes in organization (Headquarters or field) and staffing patterns are planned or contemplated?
4. What new, additional, or increased utilization of clandestine funding capability, (i. e., procurement) does DD/S&T contemplate will be needed during the next 5 years?
5. Does DD/S&T plan to rely on "outhouse" R&D services from other U. S. Government agencies, universities, or other contractors to a greater extent in the future? about the same extent as in the past? or to build greater "inhouse" R&D capabilities?
6. Is it expected that the "joint" R&D programs with the Defense Department will continue in the same patterns as the past, or are major changes contemplated?
7. Do you consider the financial reports, data, and information which you now receive adequate for planning, programming, and general management purposes. If not, what changes do you suggest?
8. Do you think that the financial support you now receive is effective and responsive to your needs? If not, in what respects does it need to be improved?

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9 FEB 1966

MEMORANDUM FOR: Deputy Director For Support

25X1 ATTENTION

: [REDACTED]

SUBJECT

: Integration of Directorates Briefings

25X1 1. This memorandum responds to [REDACTED] 7 February request, telephoned to [REDACTED] for suggestions of coverage in the proposed Integration of Directorates briefings.

2. The coverage suggested by OTR components applies to all Directorates:

- a. The possibility of Directorates giving OTR earliest possible notification of changes of substantive and area emphasis and commitment of assets, thus permitting anticipation of training requirements.
- b. The possibility of Directorates projecting training requirements in terms of numbers of people and types of training.
- c. The possibility of better distribution of OTR notices and bulletins throughout the Directorates.
- d. The possibility of establishing in each Directorate a systematic mechanism to provide feedback after training, thus permitting OTR to maintain responsiveness to training requirements.

3. All OTR components suggest that all Directorates should understand that the effectiveness and currency of the training effort depends to a great extent upon the systematic assignment of fully qualified officers in the production and operational components to OTR for rotational tours of duty.

[REDACTED]

John Richardson
Director of Training

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GROUP 1
Excluded from automatic
downgrading and
declassification

00/S 66-0791

9 February 1966

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Briefings by and for Office Heads of Other Directorates

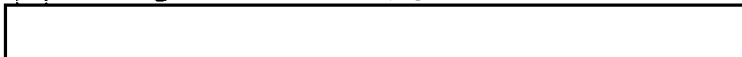
1. As requested, following is a list of topics on the activities of the Office of Medical Services that might be used in the proposed briefings of other Directorates. The six major topics follow the pattern we have used in various budget briefings for the past year; subheadings under these six topics would, of course, reflect current developments and the general direction of the briefings would not be budgetary but would be modified to reflect more appropriately our common interests with the Directorate being briefed.

A. Conventional Health Services

- (1) Executive Health Program
- (2) Ames Building Medical Facility

B. Specialized Medical Services

- (1) Psychiatry
Selection Procedures, Counseling, Special Studies
- (2) Psychology
 - (a) Management Assistance



C. Overseas Support (for DD/P and DDS&T)

D. Operational Medical Services

- (1) Use of Medicine in Operations (for DD/P)
- (2) Health Assessments (for DD/P and DD/I)

E. Technical Support Services

Medical Personnel Staffing

F. Administrative Support Services

Automation of Medical Records

2. Also as requested, following is a list of topics of activities of the other Directorates in which we have an interest; we should appreciate briefings on these topics.

SUBJECT: Briefings by and for Office Heads of Other Directorates

A. DD/P


- (1) Future plans requiring medical support
(2) Current activities that might profit from the professional assistance available from medicine, psychiatry and/or psychology
(3) Present scope and plans for activities involving medicine or medical matters.

B. DD/I

Are there any on-going programs that might profit from the professional and technical assistance available from the Office of Medical Services?

C. DDS&T

Are there any on-going programs that might profit from the professional and technical assistance available from the Office of Medical Services?


JOHN R. TIETJEN, M.D.
Director of Medical Services

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MEMORANDUM FOR: Special Planning Assistant to the
Deputy Director for Support

SUBJECT : Intra-Directorate Briefings

1. In response to your telephone request the other day, I have given some thought to what might be appropriate topics for coverage in briefings by Directorates other than the Support Directorate. In addition, I have obtained the views of some of the senior members in the Office.

2. Essentially our suggestions, by Directorate are as follows:

Deputy Director for Science and Technology

Most of us in this Office, because of our Security responsibilities in NRO have a very good idea of some of the exotic reconnaissance programs managed by the DD/S&T. We have, however, grown somewhat out of touch with the substantive components of DD/S&T particularly, OSI and I think a briefing on the organizational and functional mission of OSI would be most useful. Similarly, I think it would be helpful if we were to be given a resume of some of the research projects now underway under the supervision of the Life Science Division. Further, I understand that there have been some significant advances in the field of ELINT and I believe that a briefing of the status of current ELINT programs would be of general interest to most of us in the Support Directorate.

Deputy Director for Intelligence

There have been significant changes in the organization and functional breakdown of DDI over the past year or so and

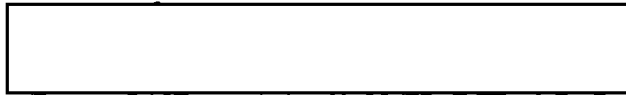
I think most of us would appreciate being brought up to date on these. Further, the Watch Office has been given added responsibilities and stature, including the creation of an Operations Center. I think a briefing on this activity would be helpful and useful. In addition, many of us could benefit, I think, from a briefing on the manner in which the National Intelligence Estimate is born. What are the procedures for preparing the initial draft? What are the current ground-rules governing dissents and/or amendments by other departments and agencies? There is a lot of time and effort that goes into the preparation of the current Intelligence Bulletin, particularly in view of the necessity of meeting "news-like deadlines". We have just received a proposal by the DDI to the Director that Agency regulations governing de-classification of intelligence material and contacts between Agency analysts and outside social scientists be liberalized. The Director has approved this proposal and I think a general dissertation on this subject would be useful.

Deputy Director for Plans

This is a difficult area because much of the subjects of interest are sensitive and in a strict need-to-know category. However, with a little effort I think that the DDP could come up with a briefing on past successes, both in the field of foreign intelligence and covert action. This would be particularly true in such cases as the Penkovskiy Case where much of the sensitivity has been eliminated by the passage of time and termination of the operation. I am not as familiar with covert action programs, but I know that they

and I think it would be useful for people in the Support Directorate to know how some of their support services have contributed to operational successes on the part of the DDP in the past.

3. I hope that the above is the type of information you need and that this fulfills your requirements. If you wish any further clarification or if anything additional occurs to us, I will try to get it up to you as quickly as possible.

A rectangular box with a black border, used to redact the signature of Howard J. Osborn.

Howard J. Osborn
Director of Security